Achieving the vision of e-government

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What's it like to be an IT professional

A man is flying a hot air balloon and realizes he is lost. He reduces height and spots a man down below. He lowers the balloon further and shouts, "Excuse me, can you tell me where I am?"

The man below says, "Yes, you're in a hot air balloon, hovering 30' above this field."
"You must work in Information Technology," says the balloonist.
"I do," replies the man. "How did you know?"

"Well," says the balloonist, "everything you told me is technically correct but it is of no use to anyone."

The man below says, "You must work in business."

"I do," replies the balloonist, "but how did you know?"

"Well," says the man, "you don't know where you are, or where you're going, but you expect me to be able to help. You're in the same position you were before we met, but now it's my fault."

# How should we define and measure e-Government?

- **e-business:** an organization that uses the Internet for its core operations and interactions between customers, employees, and suppliers

- **e-government:**
  - Use of the Internet for on-line filing of forms & taxes
  - A government organization that uses the Internet to connect employees, suppliers, and customers
  - The use of digital technologies to transform government operations in order to improve effectiveness, efficiency, and service delivery
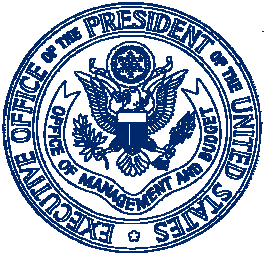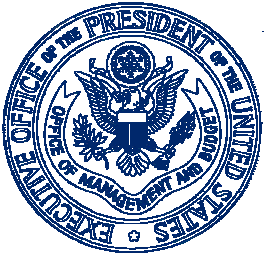
E-Government represents a new role for IT in the Federal Government

The Vision: an order of magnitude improvement in the federal government's value to the citizen.

Principles:
- *Integral component of President's Management Agenda*
- *Market-based, Results-oriented, Citizen-Centered*
- *Simplify & Unify*

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Four Segments in the Citizen-Centered Strategy

Individuals: building easy to find one-stop-shops for citizens -- creating single points of easy entry to access high quality government services.

Businesses: reduce burden on businesses through use of Internet protocols and by consolidating myriad redundant reporting requirements.

Intergovernmental: make it easier for states to meet reporting requirements, while enabling better performance measurement and results, especially for grants.

Internal efficiency and effectiveness: reduce costs for federal government administration by using best practices in areas such as supply chain management and financial management, and knowledge management.
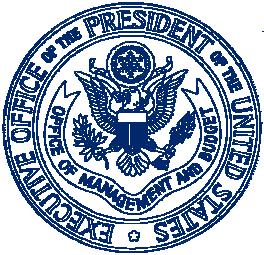
Is $45 Billion for Federal IT too much or not enough?

Chronic Problems

- *Few gains from "islands of automation"*

- *Fad buying --shows people are open to change, but ...*

- *Technology does not replace good management, but good government management requires technology*

- *Communication gap between IT and Lines of Business*

- *Lack of Business Cases and Enterprise Architecture*

- *Few performance plan successes*
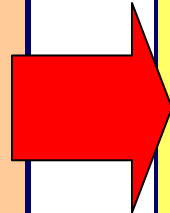
Our challenge: optimize IT spending

- *5600 G2B, G2G, & G2C Transactions to be put on-line*

- *About 1000 intragovernmental transactions to be put on-line*

- *31 million web pages operational across the federal Government*

- *Alignment with Agency performance plans*

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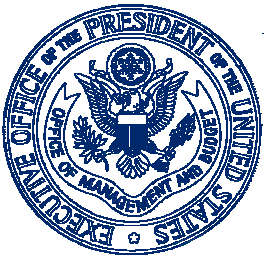
The Administration's Guiding Principles for E-Government:

Unify

e-business/e-government will integrate "islands of automation" while providing a secure environment and protecting privacy

Unify Now:
- Within lines of business (across agencies)
- Empowering employees

Unify Next Year:
- Across lines of business
- Across agencies and levels of government
- Empowering government's customers

&

Simplify

We must simplify business processes to maximize the benefit from technology

Automating the past has no benefit:
- Must use advances in IT and redesign process with new capabilities in mind
- Must take advantage of newly unified information flows

Result:
Processes that will be faster, cheaper, and more effective

While working within available funding and using an e-government fund for seed money

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Data compiled for Agency's Budget Exhibits and Agency Websites (this is not intended as a full accounting)

	Econ. Dev.	Natl Sec & Def. & Opr'ls	Reg. Creation	Pub. Safety & Law Enf.	Diplomacy	Disaster Prep. & Response	Energy Prod.	Asset Mgt.	Permits & Licensing	Grants & Loans	Trans.	Ins.	Cons Safety	Soc. Svcs.	Accounts Payable and	Rec. & Natl Res.		Imp/Exp	Enviro. Mgt.	Labor	Reg. Compl	Tax Collect.	Admin. X 6	Total
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Total	24	10	29	21	3	6	4	29	16	21	1	7	8	14	30	7		6	2	6				
487																								

Where are we today: The Business Architecture – That Isn't

487 Business Lines operating in agencies or ….

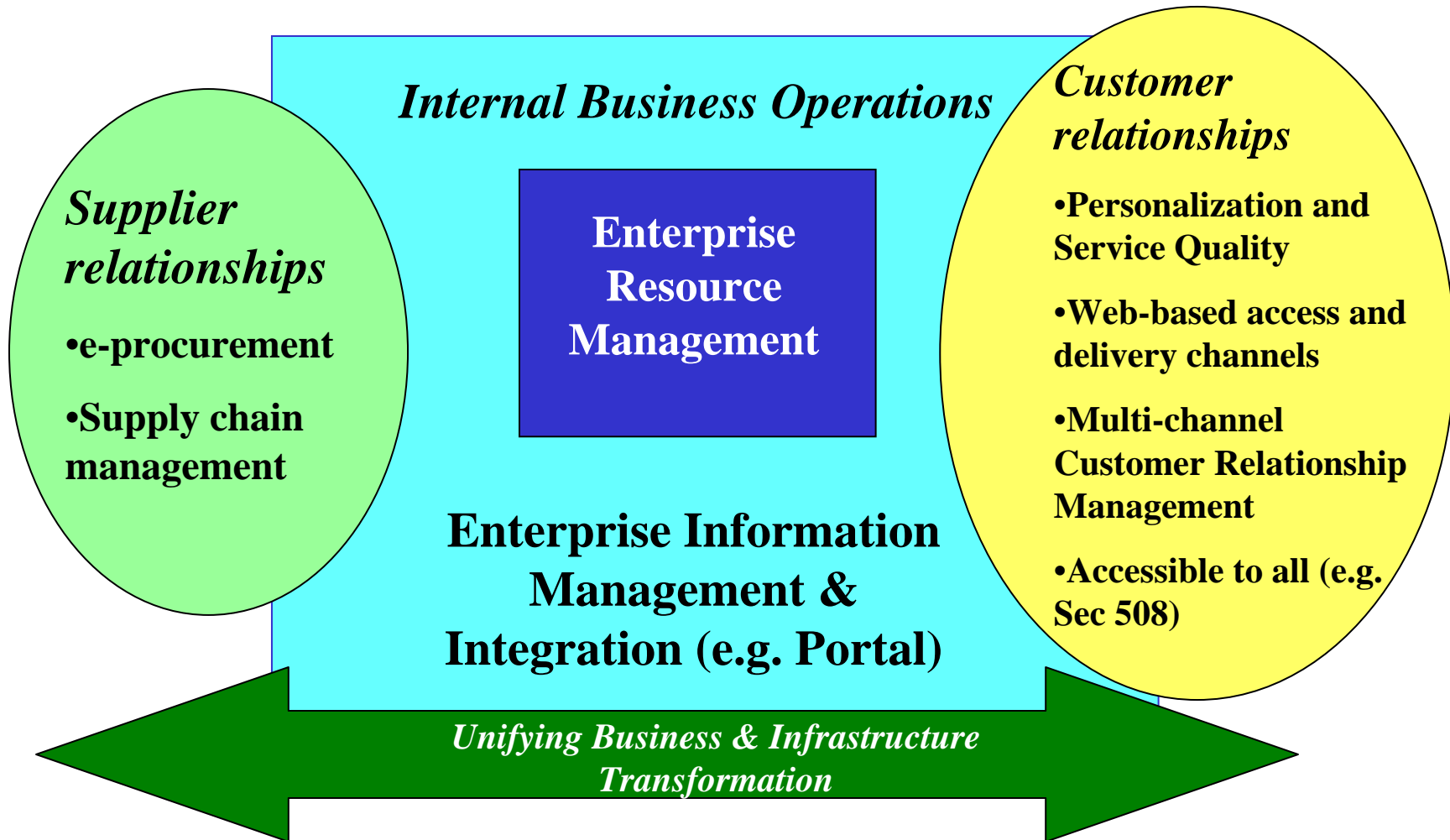…each line of business is being performed by 19 agencies (average)

… each agency supports 17 lines of business (average)

487

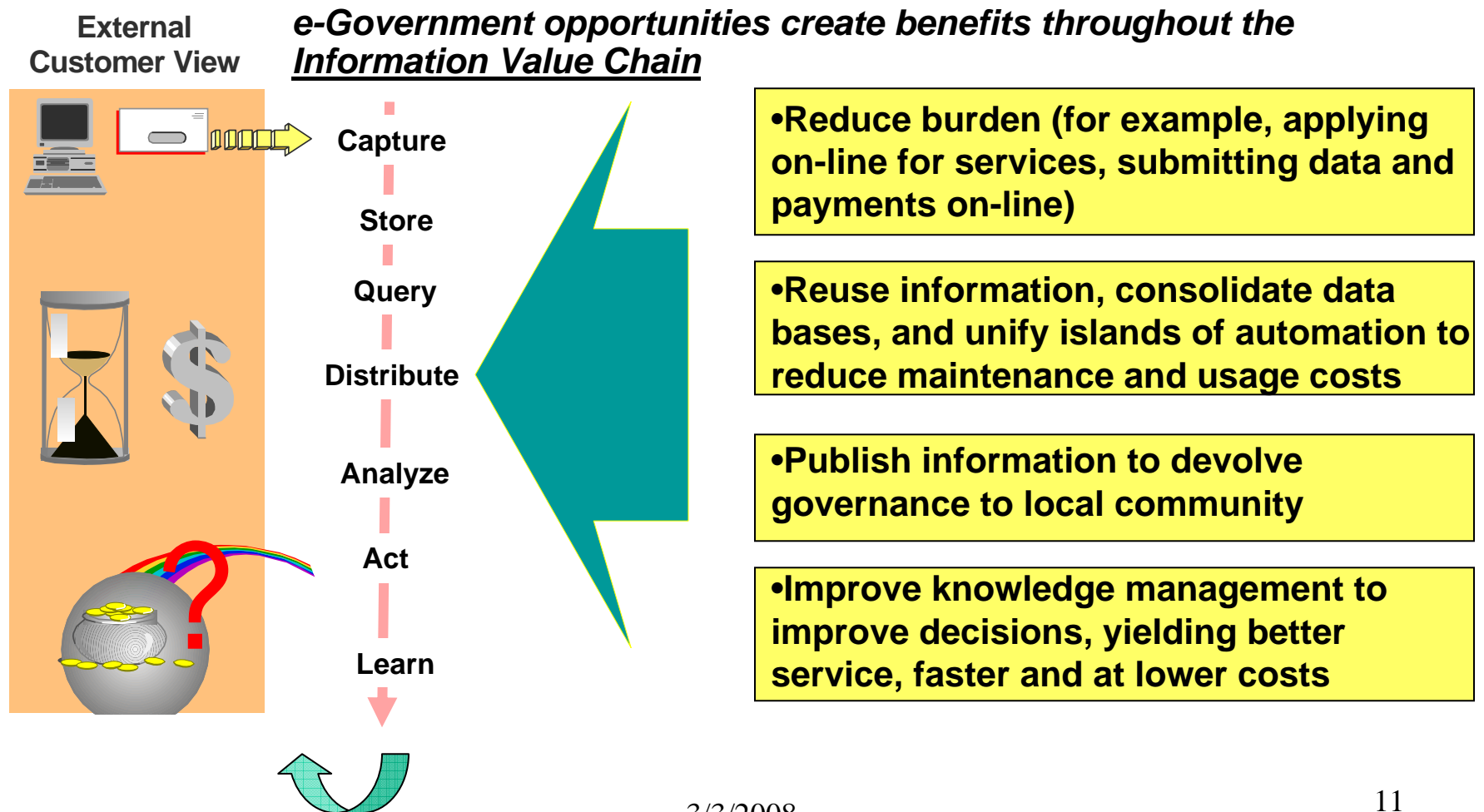# What will it look like in the end?
"Click & Mortar" Business Design

Internal Business Operations

Customer relationships

- Personalization and Service Quality
- Web-based access and delivery channels
- Multi-channel Customer Relationship Management
- Accessible to all (e.g. Sec 508)

Enterprise Resource Management

Supplier relationships

- e-procurement
- Supply chain management

Enterprise Information Management & Integration (e.g. Portal)

Unifying Business & Infrastructure Transformation

3/3/2008

9

We can use Web technologies to address chronic issues, such as...

- Employees unable to access and share information needed for their work
- Applications that are difficult to learn and are not user friendly
- Reducing errors in accounting and regulatory compliance
- Paper-based processes and forms that are inefficient or overly time consuming
- Data that is left in files, unsecured and is sometimes lost
- Decisions that are not made based on information and outcomes, because it takes too long to pull the information together
- Systems (technology) across and within departments that are incompatible
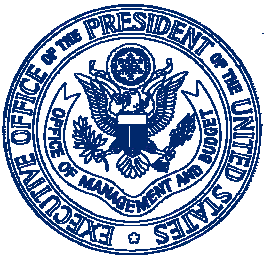
What does this mean?
## *Users Must Have a Unified View of data and Simple Business Processes In order to Reap Benefits From e-Government*

External Customer View

e-Government opportunities create benefits throughout the <u>*Information Value Chain*</u>

Capture

Store

Query

Distribute

Analyze

Act

Learn

- •Reduce burden (for example, applying on-line for services, submitting data and payments on-line)

- •Reuse information, consolidate data bases, and unify islands of automation to reduce maintenance and usage costs

- •Publish information to devolve governance to local community

- •Improve knowledge management to improve decisions, yielding better service, faster and at lower costs

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The Knowledge Worker: Enterprise Information Management and Enterprise Application Integration Improve Information Access and Use

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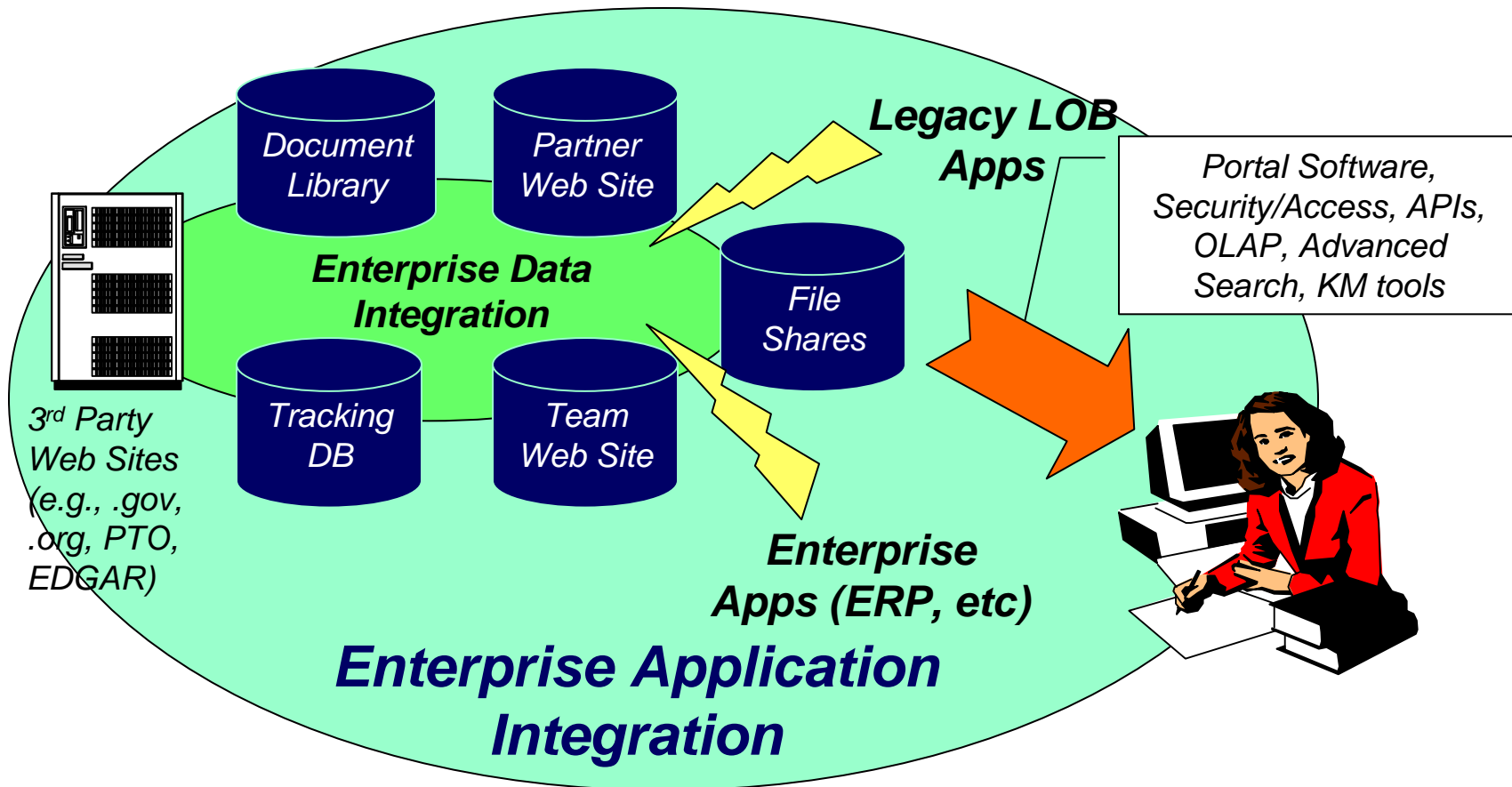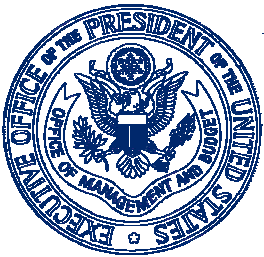
Example: Regulatory Decisions and Information Disclosure over the Web will require new IT and work processes
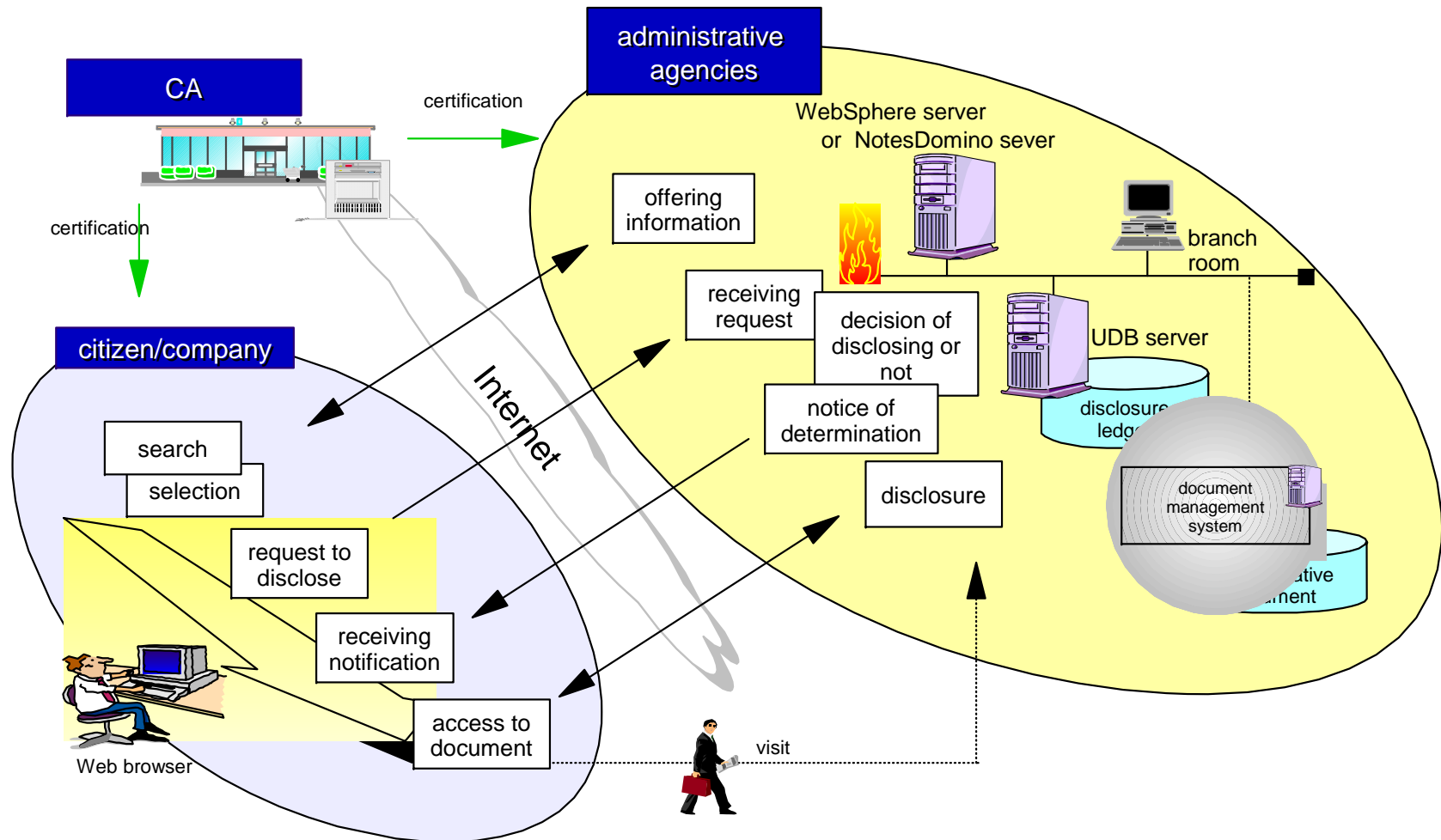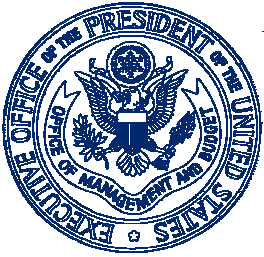
Knowledge Management is about what people do with their knowledge and information

Innovate

Collaborate

Share

Knowledge Enhancing Action

Create

Contribute & Reuse

Learn
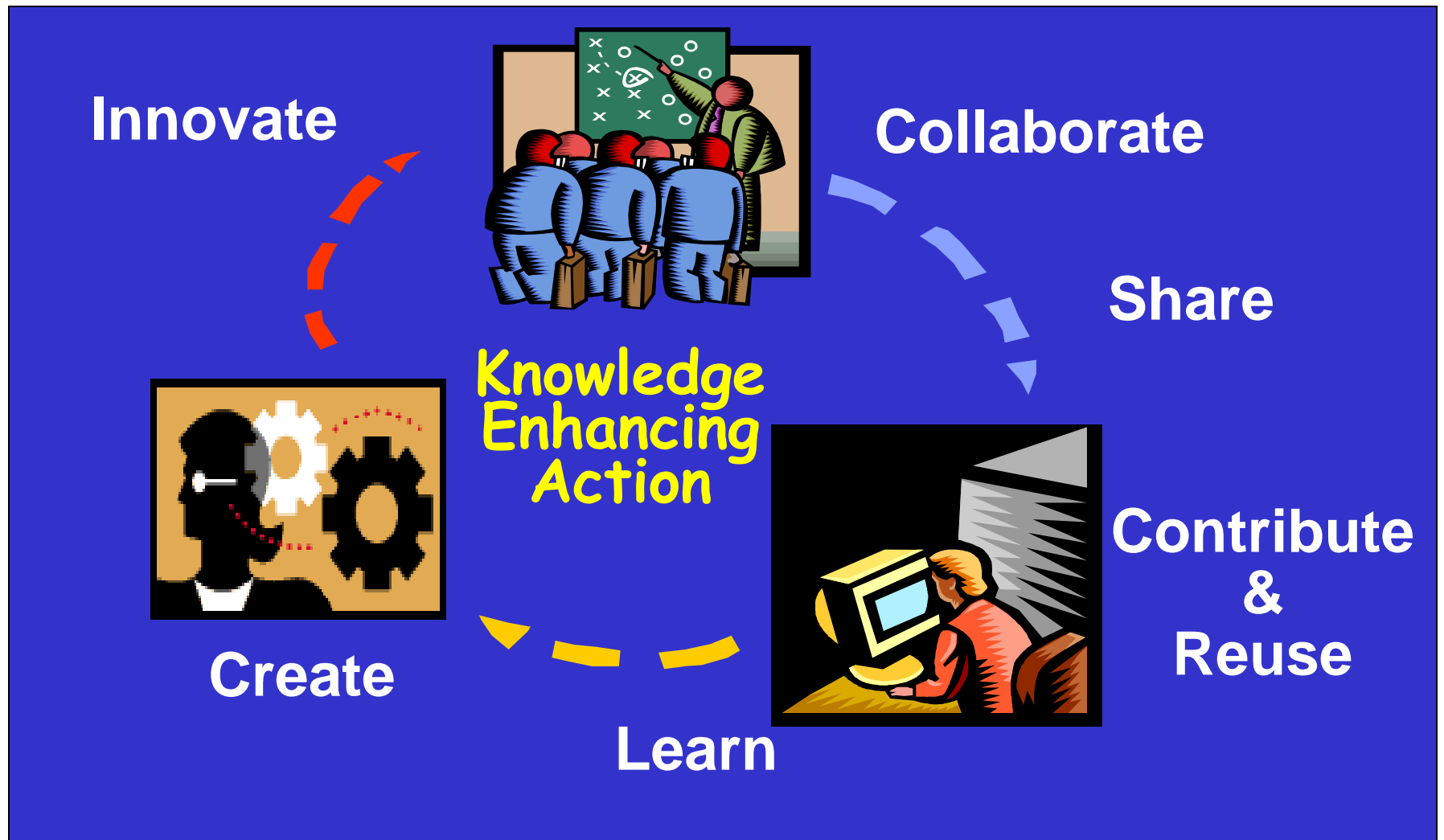
Knowledge Communities are a fundamental KM strategy that we will need to use in simplifying and unifying

- Support the "invisible" structures that actually run the business
- Formalize and scale the informal knowledge networks
- The only proven tactic to sustain KM behaviors
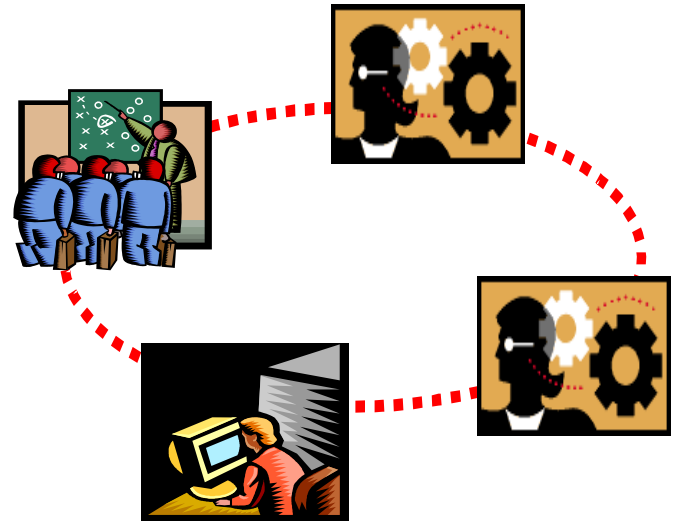
Knowledge Communities are too important to rely on evolution: they are the key to become citizen-centered

"Taking a strategic approach to developing communities of practice may be the difference between having dynamic communities that create knowledge and languishing with a few communities adrift in an organizational backwater"

"Building and Sustaining Communities of Practice" APQC International © 2001

The Battle: Strategic Vs. Organic

Key Governance Issues Will Arise on Many Items Beyond Funding

- Executive Leadership

- Line of Business Partnerships

- The KM challenge: Who "owns":
  - The process
  - The applications and IT
  - The data
  - The community of interest (staffing, skills, etc.)
  - The relationship with the citizen

- Who leads, builds, and controls the integration of the delivery channel
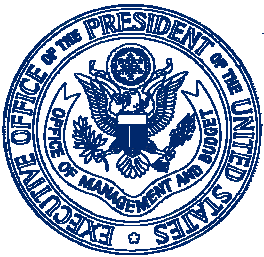
What should you do

- **Stay up to speed in best of breed practices and solutions that may drive your role in improving workforce productivity: Enterprise Resource Management integration with HRIS, Knowledge Management, e-Training concepts, and Change Management**

- **Be proactive ====> Drive change or facilitate it!**

- **Bring your ideas forward; *the bigger the better***
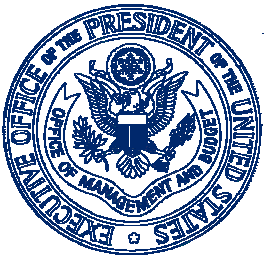
When to be careful: There are some lessons to be learned from organizations that have tried to use best practices
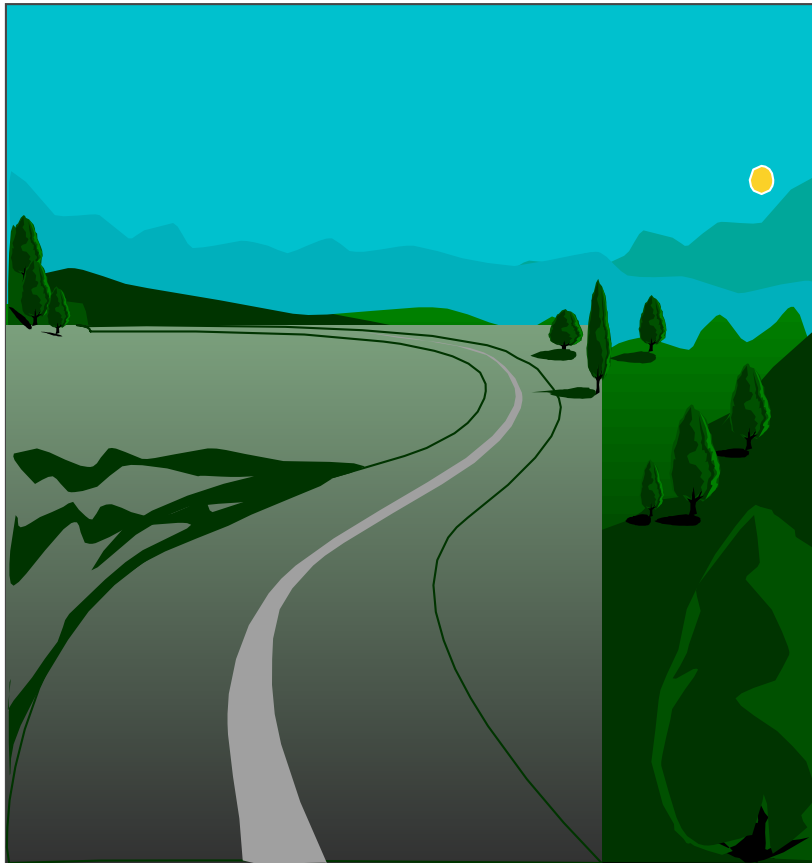
1. **Copying a best practice "as-is" does not work**
2. **No validation that the practice is in fact a "best" practice**
3. **Not a current best practice; "it's seen its better days"**
4. **The business value of implementing the best practice is not established**
5. **The practice is en vogue or implementing it is politically correct**
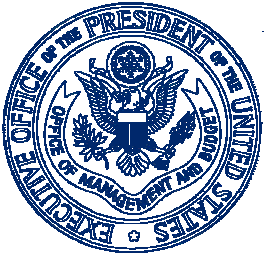
In conclusion, some points to consider:

- **e-Government efforts are government reform efforts**
- **Knowledge Management tools can drive productivity if we can bring them into our agencies**
- **Success will require clear definition of governance, roles and responsibilities**
  - **Measurable success**
  - **Change Management or Management of Change**
  - **Modernization by integration and simplification around customer needs**
  - **Cure chronic problems**
  - **Prevent focus on just IT infrastructure issues**